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Strategies for enhancing the competitiveness of The Hidden Strawberry Garden Agrotourism in Pancasari Village, Bali, Indonesia

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Abstract---Agrotourism integrates agricultural activities with tourism to generate added value and strengthen destination competitiveness. The Hidden Strawberry Garden in Pancasari Village, Buleleng, Bali, offers strawberry-picking and agro-educational activities but faces challenges related to management systems, human resource capabilities, digital marketing, and tourism innovation. This study aims to analyze its existing business model, identify internal and external factors affecting competitiveness, and formulate development strategies by integrating the Business Model Canvas (BMC) and SWOT analysis. A descriptive qualitative approach was employed, with data collected through observation, interviews, and documentation involving the owner, managers, farmer group members, and visitors. Strategic factors were weighted using paired comparison, followed by BMC analysis, Internal Factor Analysis Summary (IFAS), External Factor Analysis Summary (EFAS), Internal-External (IE) Matrix, and SWOT Matrix. The results indicate that the Value Proposition represents the strongest component of the business model, particularly through the integration of strawberry-picking experiences and agro-educational activities, while Channels and Key Resources require further improvement. The IFAS score of 3.513 indicates a



strong internal position, whereas the EFAS score of 2.994 reflects a moderate-to-strong capacity to respond to the external environment. The IE Matrix positions the agrotourism business in Cell IV, indicating a Grow and Build strategic orientation. The integration of BMC and SWOT generated eight strategic alternatives. Short-term priorities include strengthening digital marketing and human resource capabilities, followed by product and agro-educational attraction development in the medium term, and improvements in service quality, management systems, and tourism innovation in the long term. These strategies provide a structured direction for strengthening the competitiveness and sustainable development of The Hidden Strawberry Garden.

Keywords---agrotourism, Business Model Canvas, competitiveness, development strategy, paired comparison, SWOT.

Introduction

Tourism has long been a major contributor to Bali's regional economy and community livelihoods. The COVID-19 pandemic, however, exposed the vulnerability of an economy highly dependent on tourism, as international arrivals declined dramatically following travel restrictions and border closures. In the first half of 2021, only 43 international tourists were recorded as arriving directly in Bali (Kompas, 2021). The sector began to recover in 2022, with approximately 2.15 million international visitors and a combined total of 10.94 million domestic and international tourists (CNN Indonesia, 2022). The recovery continued in 2023, when international arrivals reached approximately 5.27 million (Detik.com, 2024), accompanied by 9.46 million domestic visitors (Antara News, 2023). This recovery has created opportunities not only to restore conventional tourism activities but also to strengthen more diversified, locally based, and sustainable tourism products.

Agrotourism represents one such alternative by integrating agricultural resources with tourism experiences, education, and community-based economic activities. Pitana (2009) describes agrotourism as a form of tourism that utilizes agricultural activities as attractions while creating opportunities for education and local community empowerment. The integration of agriculture and tourism can generate additional value from agricultural resources by transforming farming activities, landscapes, products, and knowledge into visitor experiences. In this context, agrotourism development is increasingly associated not only with agricultural production but also with the ability of businesses to create distinctive experiences and compete within a growing rural tourism market.

Pancasari Village in Sukasada District, Buleleng Regency, Bali, has considerable potential for agrotourism development due to its highland environment and horticultural production, particularly strawberries. One of the emerging attractions in the area is *The Hidden Strawberry Garden*, which combines strawberry-picking activities, cultivation education, and the sale of strawberry-based products. The attraction primarily cultivates the Rosalinda strawberry

variety (*Fragaria* × *ananassa*), which is characterized by its sweet taste and bright red color and is suitable for both fresh consumption and pick-your-own tourism activities (Enjelina, 2023). The Hidden Strawberry Garden is associated with the Segening Farmer Group and is supported by PT Strawberry Corps Indonesia as a partner in business development.

Despite its agricultural resources and distinctive visitor experience, the agrotourism business continues to face several operational and managerial challenges. Management remains relatively simple, while human resource capabilities in visitor services, digital promotion, and tourism activity management are limited. Visitor reviews indicate generally positive experiences, yet recurring concerns include narrow road access, limited parking, insufficient directional signage, and the inconsistent availability of strawberry-picking activities. These conditions suggest that the visitor experience remains highly dependent on day-to-day operational circumstances rather than being supported by a systematically designed tourism service system.

Digital marketing represents another important challenge. Promotion currently relies primarily on Instagram, Google Maps, and word-of-mouth communication, while information regarding strawberry availability and visitor activities is not always communicated effectively before arrival. Such limitations may create discrepancies between visitor expectations and the experience available on site. This issue has become increasingly important as digital technology influences how tourists search for information, evaluate destinations, make travel decisions, and share experiences. Hidayat (2018) emphasizes the growing integration of digital technology into service and production processes, while Mahdi and Baga (2018) highlight the increasing importance of technological capabilities in supporting the development of creative economic activities. For small-scale agrotourism businesses, digital adaptation therefore represents not merely a promotional tool but also an important component of customer communication and experience management.

These challenges indicate that the competitiveness of The Hidden Strawberry Garden depends not only on the attractiveness of strawberry-picking activities but also on the capacity of the business to organize its resources, communicate value to target markets, build appropriate partnerships, and continuously develop its tourism products. However, its current operations have developed largely through practical experience rather than through a systematically formulated business model. Consequently, a comprehensive assessment of how the business creates, delivers, and captures value is necessary before appropriate competitiveness strategies can be formulated.

The Business Model Canvas (BMC) provides a structured framework for examining these conditions through nine interconnected business model elements. In this study, the BMC is integrated with SWOT analysis to identify the internal strengths and weaknesses as well as external opportunities and threats affecting agrotourism competitiveness. Strategic factors are further weighted using paired comparison and evaluated through the Internal Factor Analysis Summary (IFAS), External Factor Analysis Summary (EFAS), and Internal–External (IE) Matrix. Accordingly, this study aims to analyze the existing business

model of The Hidden Strawberry Garden, identify the internal and external factors influencing its competitiveness, and formulate development strategies through the integration of the Business Model Canvas and SWOT analysis.

Methods

This study employed a descriptive qualitative approach to analyze the business model and formulate strategies for enhancing the competitiveness of *The Hidden Strawberry Garden* agrotourism in Pancasari Village, Sukasada District, Buleleng Regency, Bali. The study was conducted from February to July 2026. Informants were selected purposively based on their direct involvement and knowledge of the agrotourism business and included the owner, managers responsible for cultivation, finance, marketing, community empowerment, education, and agricultural product processing, senior garden staff, partner farmers from the Segening Farmer Group, repeat visitors, and an agrotourism expert. Data were collected through field observations, semi-structured interviews supported by questionnaires, and documentation. Primary data covered business operations, visitor services, marketing, partnerships, agricultural activities, and management practices, while secondary data were obtained from business records, tourism statistics, relevant documents, and supporting literature.

Data analysis was conducted sequentially by integrating the Business Model Canvas (BMC) and SWOT analysis. The existing business model was first mapped across nine BMC components: *customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure*. The mapping was then used to identify strategic internal and external factors, which were classified into strengths, weaknesses, opportunities, and threats. The relative importance of these factors was determined using the paired comparison method, followed by the assignment of ratings based on actual business conditions. Weighted scores were subsequently summarized using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices. The resulting IFAS and EFAS scores were plotted on the Internal-External (IE) Matrix to determine the strategic position of the business. Finally, a SWOT Matrix was developed to generate SO, WO, ST, and WT strategic alternatives for strengthening the competitiveness of *The Hidden Strawberry Garden*.

Result and Discussion

Business Model and Competitive Strengths

The Business Model Canvas analysis indicates that *The Hidden Strawberry Garden* operates through an integrated model combining agricultural production, tourism experiences, education, and value-added strawberry products. Among the nine BMC components, the value proposition emerged as the most important source of competitiveness. The core offering is not limited to strawberry picking but combines direct interaction with agricultural activities, agro-educational experiences, processed strawberry products, and engagement with local farmers. This combination creates a differentiated visitor experience that distinguishes the attraction from conventional strawberry farms or nature-based tourism destinations.

The strength of this value proposition is supported by several interconnected components of the business model. *Key activities* integrate strawberry cultivation, pick-your-own experiences, agricultural education, product processing, visitor services, and digital promotion, while *key partnerships* include the Segening Farmer Group, educational institutions, government institutions, communities, and tourism actors. Customer relationships are also strengthened through personal and educational services, visitor assistance, digital communication, and responses to visitor feedback. These elements enable the business to connect agricultural production with experiential tourism and educational activities. This finding is consistent with the Business Model Canvas perspective, in which a distinctive value proposition serves as the central mechanism through which a business creates value for its customers (Osterwalder & Pigneur, 2015).

However, the analysis also revealed weaknesses in channels and key resources. Although the business uses Instagram, TikTok, Facebook, WhatsApp Business, Google Maps, educational partnerships, and word-of-mouth promotion, digital communication remains inconsistent. Information regarding strawberry availability and visitor activities is not always updated systematically. Human resource limitations represent another important constraint, particularly in simultaneously managing cultivation, visitor services, product processing, and digital promotion. Consequently, the competitiveness of the business appears to depend not only on possessing an attractive tourism product but also on its organizational capacity to consistently deliver and communicate that value.

Internal and External Strategic Position

The IFAS analysis produced a total score of 3.513, indicating a strong internal position. Strawberry-picking as the main tourism attraction received the highest weighted score (0.708), followed by educational and nature-based experiences (0.390) and friendly visitor services (0.369). These results suggest that the principal competitive strengths of *The Hidden Strawberry Garden* are embedded in the visitor experience rather than merely in the physical agricultural product. The integration of recreation, education, and direct participation provides the differentiation required to create competitive value. This finding corresponds with Porter's (1985) argument that competitive advantage can be strengthened through differentiated products or services that provide distinctive value to customers.

Despite this strong internal position, several organizational weaknesses remain. Human resource limitations were the most important weakness (0.431), followed by suboptimal digital promotion (0.369) and an insufficiently professional management system (0.246). This pattern indicates an important gap between product potential and organizational capability. The attraction already possesses a distinctive tourism product, but the ability to develop, communicate, and consistently deliver that product remains constrained by management and human resource capacity. This supports the destination competitiveness perspective of Dwyer and Kim (2003), which emphasizes that tourism resources alone do not generate competitiveness unless they are supported by appropriate management capabilities, human resources, and service quality.

The EFAS score of 2.994 indicates a moderate capacity to respond to external conditions. Opportunities obtained a higher total score (1.564) than threats

(1.430), suggesting that the external environment remains relatively favorable for business development. The increasing demand for nature- and education-based tourism represents the most relevant market opportunity, while digital technology, educational institution visits, favorable environmental conditions in Pancasari, and environmentally oriented tourism trends provide additional development potential. In contrast, changing tourist preferences represents a major threat, alongside competition from similar attractions, increasing digital competition, climate-related production risks, rising operational costs, and difficulties in attracting younger workers.

The combination of an IFAS score of 3.513 and an EFAS score of 2.994 places *The Hidden Strawberry Garden* in Cell IV of the Internal-External Matrix, corresponding to a Grow and Build strategic position. This position suggests that the business should pursue growth through market penetration, market development, and product development (David & David, 2017). Rather than fundamentally changing its core tourism concept, the strategic priority is therefore to strengthen and expand the distinctive value already present in the existing business model.

Competitiveness Development Strategies

Integrating the BMC findings with SWOT analysis generated eight strategic alternatives. The strategies reflect a common direction: preserving the distinctive strawberry-based experience while simultaneously strengthening the organizational capabilities required to deliver, communicate, and continuously develop that experience.

Table 1. Competitiveness Development Strategies

Strategic orientation	Development strategy	Implementation priority
SO	Develop strawberry-picking tourism products supported by educational experiences and quality services to increase destination attractiveness and market reach	Medium term
SO	Expand market reach through more systematic and intensive digital marketing	Short term
WO	Improve management professionalism and human resource competencies through training, mentoring, and digital technology utilization	Short term
WO	Develop new attractions and structured agro-educational packages	Medium term
ST	Strengthen differentiation based on strawberry-picking and agro-educational experiences to respond to competition and changing tourist preferences	Medium term
ST	Improve service quality and visitor experience to strengthen loyalty and destination image	Long term
WT	Establish a more professional management system through standard operating	Long term

Strategic orientation	Development strategy	Implementation priority
	procedures, clear responsibilities, and regular performance evaluation	
WT	Continuously develop processed products and tourism activities in response to changing visitor preferences and business conditions	Long term

The short-term priority should focus on digital marketing and human resource development. This is consistent with the major weaknesses identified through the IFAS analysis. Digital marketing can be strengthened through regular content planning, updated information on strawberry-picking availability, improved use of social media and Google Business Profile, and clearer communication of educational packages. At the same time, strengthening staff competencies in tourism services, digital communication, and operational management is necessary because external market opportunities cannot be fully exploited without sufficient internal capacity. This finding supports Dwyer and Kim (2003), who identify human resources and management capability as important components of destination competitiveness.

In the medium term, development should concentrate on strengthening the existing value proposition rather than creating an entirely different tourism identity. Strawberry picking should remain the core attraction, but it can be expanded through structured agro-educational packages, cultivation experiences, agricultural product-processing activities, and other interactive programs. Such development can reduce the destination's dependence on the availability of strawberries for picking while providing additional reasons for schools, families, and other visitor segments to visit. Maintaining differentiation is particularly important because changing tourist preferences and increasing competition require destinations to continuously renew the value offered to visitors.

The long-term strategy should strengthen organizational resilience and service consistency. Standard operating procedures, clearer division of responsibilities, regular evaluation, service quality improvement, and continuous tourism innovation are required to transform the attraction from a promising agricultural tourism business into a professionally managed destination. Service quality and visitor experience should remain central because repeat visitation, positive recommendations, and destination image depend on the consistency of the experience delivered.

Overall, the integration of BMC and SWOT indicates that the competitiveness of *The Hidden Strawberry Garden* is based on a strong agricultural and experiential value proposition, but future growth depends on the ability to convert this strength into a more professionally managed, digitally connected, and continuously innovative tourism business. Its Grow and Build position therefore requires a strategy that simultaneously expands market reach, strengthens organizational capacity, and develops the existing strawberry-based agro-educational experience rather than relying solely on the attractiveness of the agricultural resource itself.

Conclusion

This study demonstrates that the competitiveness of *The Hidden Strawberry Garden* is primarily supported by a distinctive business model that integrates strawberry-picking activities, agro-educational experiences, processed strawberry products, and collaboration with local stakeholders. The Business Model Canvas analysis identified value proposition, key activities, key partnerships, and customer relationships as the main strengths of the business, while channels and key resources require further improvement. In particular, the competitiveness of the destination is constrained by limited human resource capacity, inconsistent digital marketing, and a management system that has not yet been fully professionalized.

The strategic analysis further confirms that *The Hidden Strawberry Garden* has a strong internal position, with an IFAS score of 3.513, while its EFAS score of 2.994 indicates a moderate capacity to respond to external conditions. These scores place the business in Cell IV of the Internal-External Matrix, corresponding to a Grow and Build strategic position. Accordingly, the most appropriate development direction involves market penetration, market development, and product development. The integration of BMC and SWOT generated eight strategic alternatives, with digital marketing optimization and human resource development identified as immediate priorities, followed by the development of tourism products and agro-educational attractions, and subsequently by improvements in service quality, management systems, and continuous innovation.

Overall, the findings indicate that the future competitiveness of *The Hidden Strawberry Garden* does not depend solely on the attractiveness of its strawberry-based tourism products. Sustainable competitive advantage requires the ability to consistently deliver this value through stronger organizational capabilities, professional management, effective digital communication, high-quality visitor experiences, and continuous tourism innovation.

Managerial Implications

The findings provide several practical implications for the management of *The Hidden Strawberry Garden*. First, management should retain strawberry picking and agro-educational experiences as the core value proposition, as these elements represent the strongest source of differentiation. Rather than diversifying into unrelated tourism activities, product development should reinforce this identity through structured educational packages, strawberry cultivation experiences, product-processing demonstrations, and complementary activities that can remain available when strawberry-picking opportunities are limited.

Second, digital marketing should become an immediate managerial priority. Although the business already uses Instagram, TikTok, Facebook, WhatsApp Business, and Google Maps, the effectiveness of these channels remains constrained by inconsistent content management and limited human resources. Management should therefore establish a regular content schedule, clearly communicate strawberry availability and visitor activities, strengthen the use of Google Business Profile and short-form video platforms, and provide accurate

information before visitors arrive. This is particularly important because inconsistent information may create a gap between visitor expectations and actual experiences.

Third, management needs to strengthen human resource and organizational capabilities. Human resource limitations were identified as the most important internal weakness, followed by suboptimal digital promotion and an insufficiently professional management system. Training should therefore prioritize visitor service, digital marketing, tourism product development, and operational management. Clear job descriptions, standard operating procedures, and periodic performance evaluations should also be introduced to ensure that cultivation, visitor services, product processing, and promotional activities can be managed consistently.

Fourth, the Grow and Build position suggests that growth should be pursued gradually rather than through large-scale expansion without adequate organizational readiness. In the short term, management should focus on strengthening digital promotion and employee competencies. In the medium term, attention should shift toward developing new agro-educational packages and strengthening product differentiation. In the long term, management should improve service quality, professionalize management systems, and continuously develop tourism and processed-product innovations. This staged approach is consistent with the strategic priorities identified in the study.

Finally, partnerships with farmer groups, educational institutions, government agencies, communities, and tourism businesses should be treated as strategic assets rather than merely supporting relationships. These partnerships can be used to strengthen agricultural supply, expand educational markets, improve workforce capabilities, enhance promotional reach, and support tourism product innovation. Through these measures, management can transform the existing agricultural and experiential strengths of *The Hidden Strawberry Garden* into a more consistent and sustainable competitive advantage.

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